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2016-12

**New Directions For Defense, A Big Ideas  
Special Event: The Big Idea About Big Ideas,  
with John Arquilla [video]**

**Arquilla, John; Naval Postgraduate School**

Monterey, California: Naval Postgraduate School

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<http://hdl.handle.net/10945/50917>

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# Some big ideas . . .

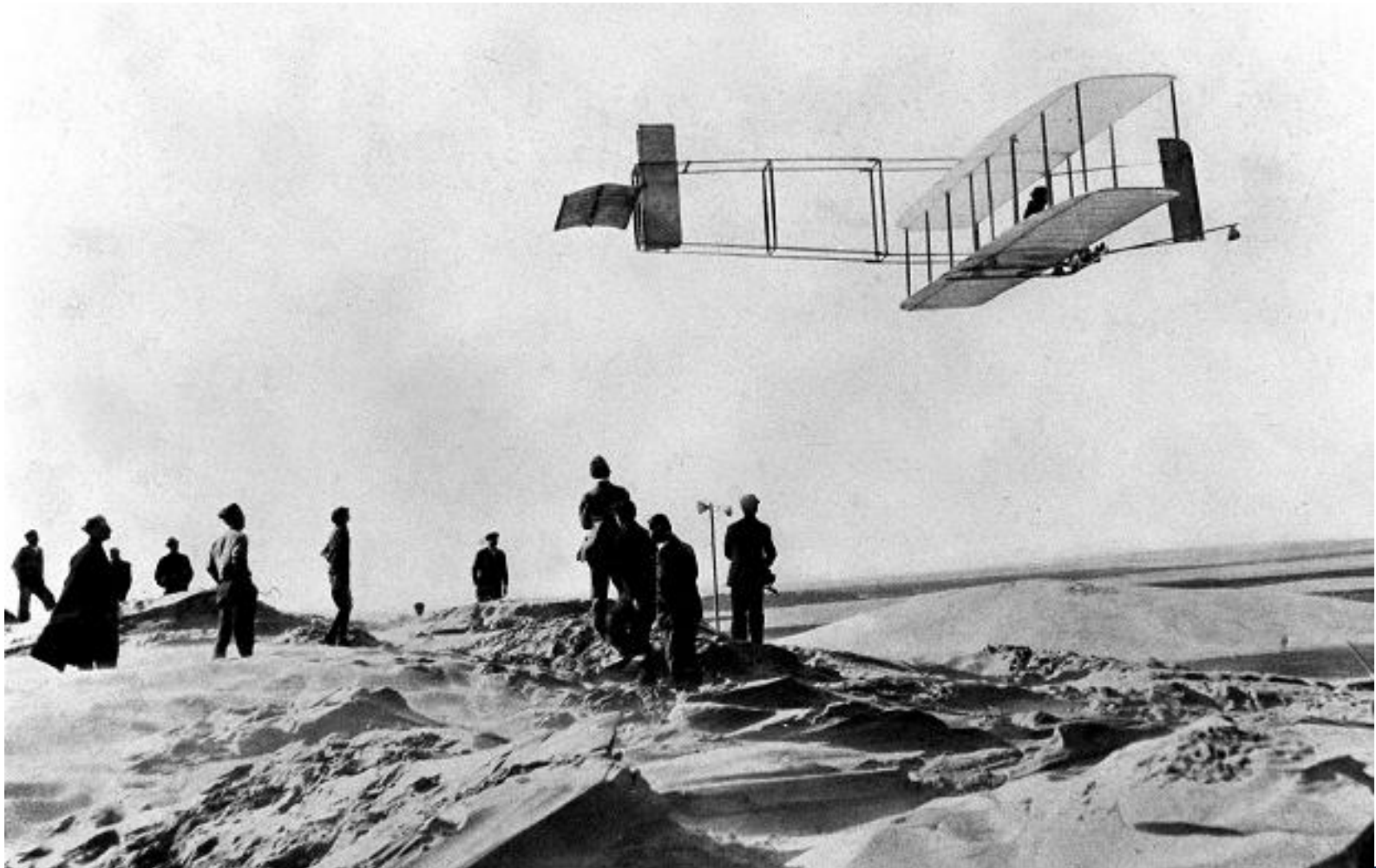
## **. . . about new directions for defense**

December 2, 2016

# Two bicycle mechanics whose big idea . . .



... really took off

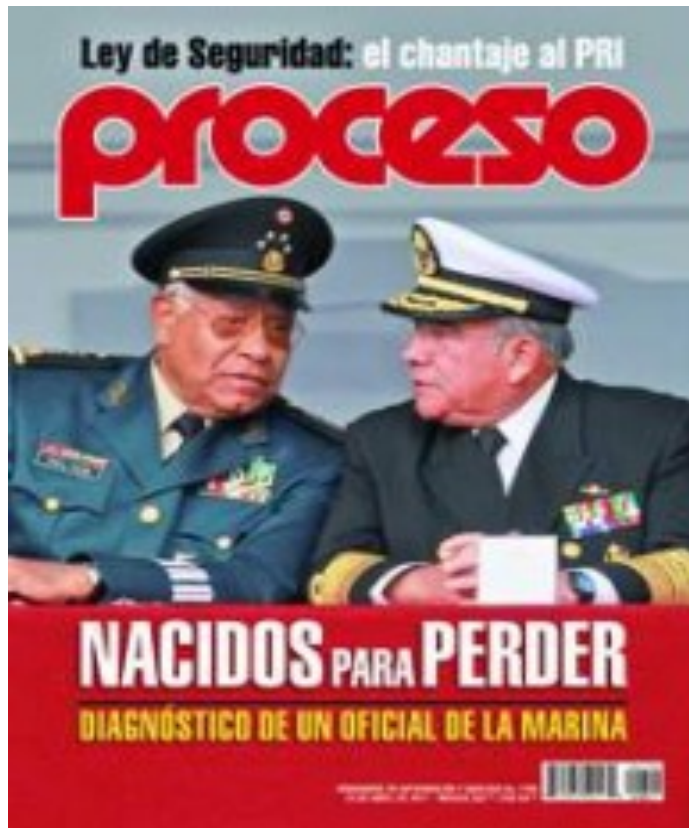




# The assembly line that changed the world



# International Student Research



## *Unattainable Victory* **Proceso Magazine**, April 2011

“Since 2009, Alfonso Reyes Garces, Captain of the Naval Infantry and member of the Mexican Special Forces, warned that the federal government’s strategy for fighting drug trafficking was headed towards failure. If it did not change, he said, the war against illegal drug cartels would never end. He expanded on this topic in his master’s thesis from the Naval Postgraduate School in Monterey, CA...”

CAPT Alfonso Reyes Garces, Mexican Navy

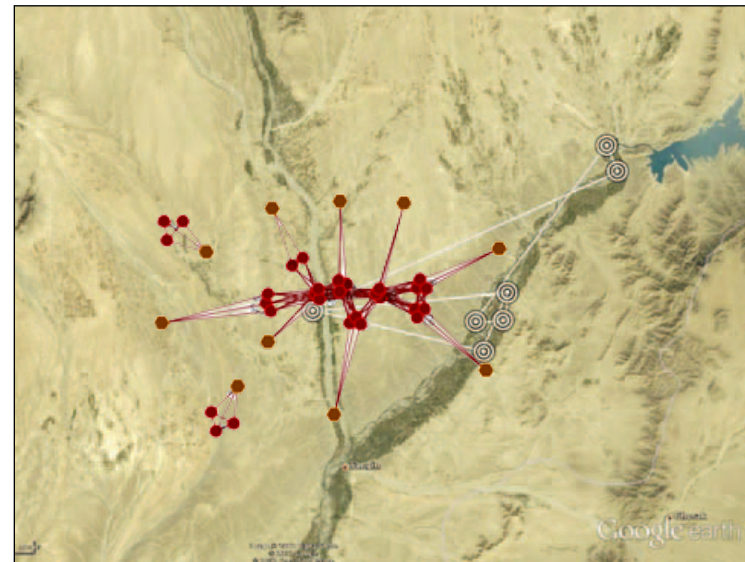
# Student Thesis Work



Path-breaking component-level analysis of IED networks, using CORE Lab methodologies.

Lt. Deak Childress, USN, intelligence officer

Lt. John Taylor, USN, explosive ordnance disposal officer





# A bike is for . . .



**. . . loading with hundreds of pounds of supplies and pushing down the easily-patched Ho Chi Minh Trail, using just-as-easily replaced labor.**

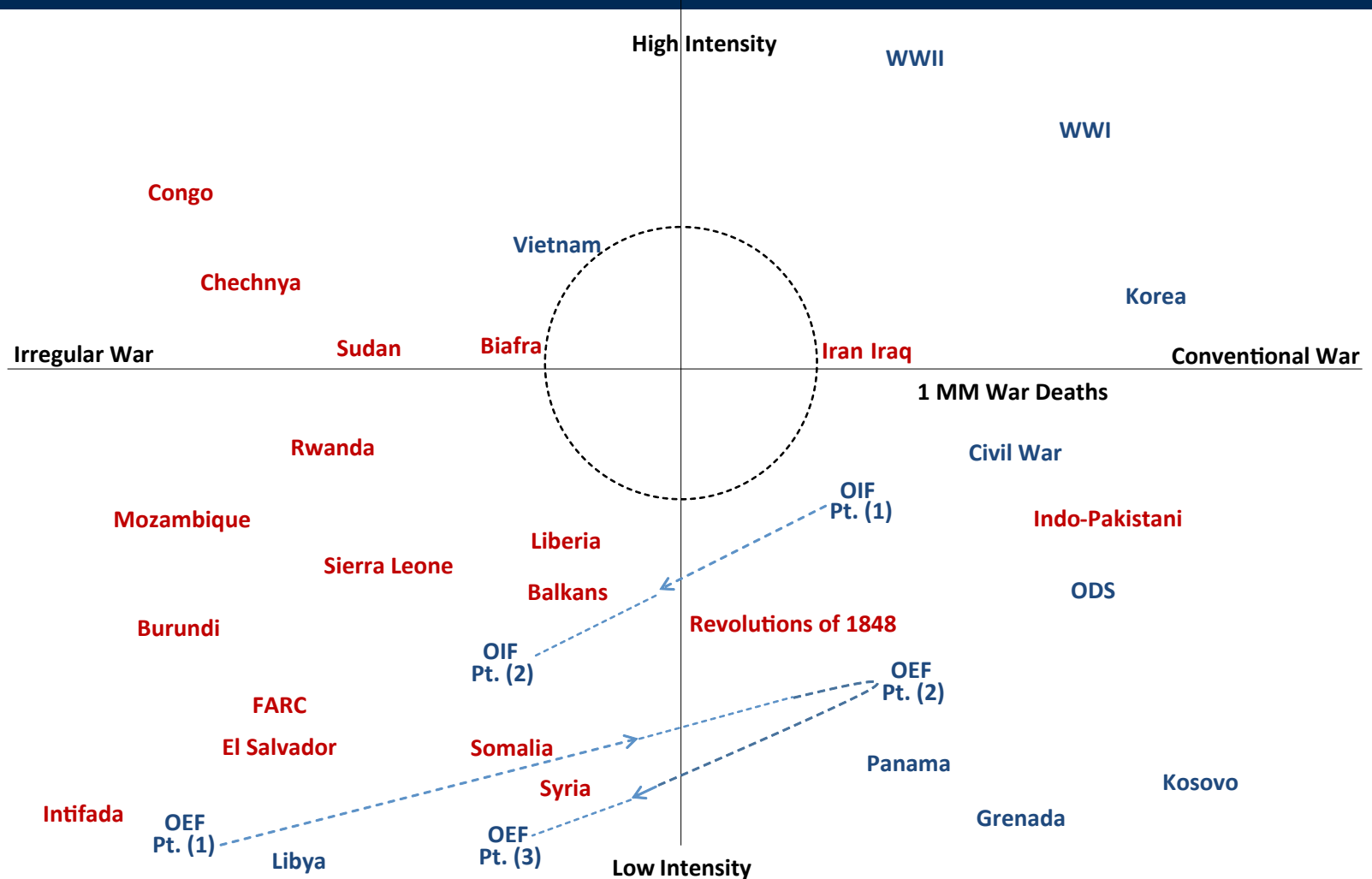


# U.S. strategic design in Vietnam . . .

**. . . was focused on heli-borne mobility in extremely inhospitable terrain, exposing a vulnerable technology – about 4,000 choppers were shot down.**

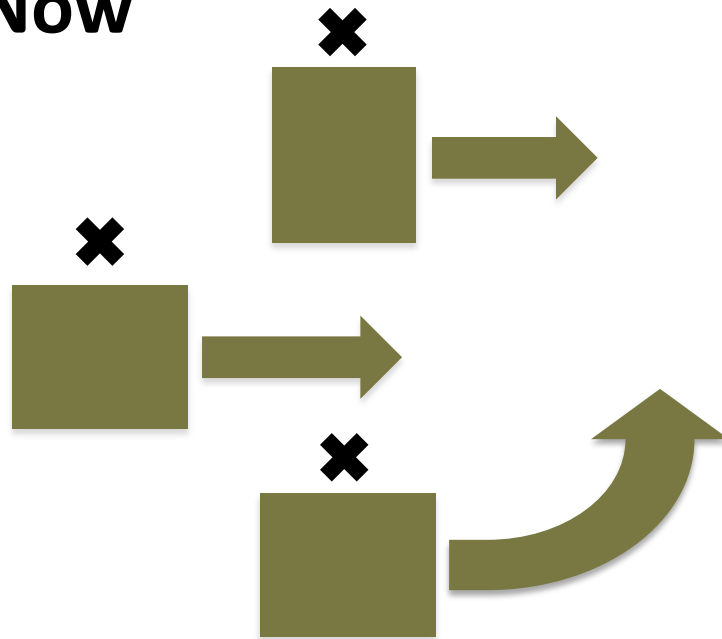


# The conflict space calls for big ideas



# Army organizational structure

**Now**



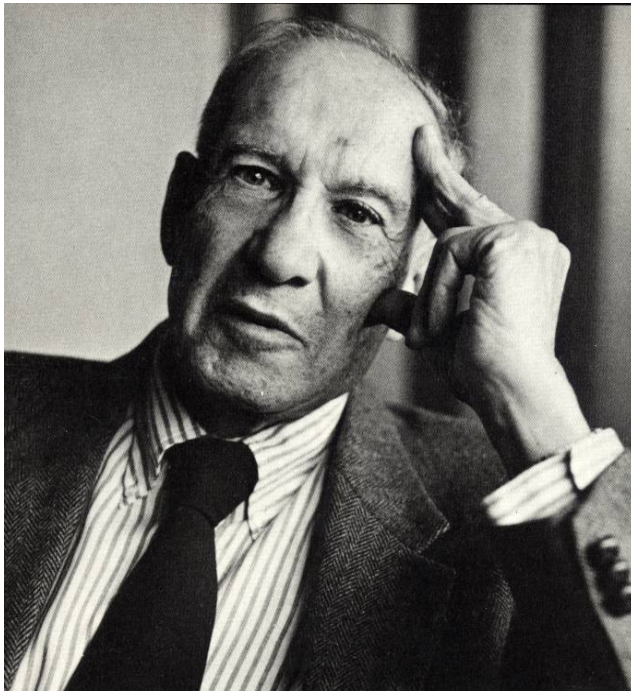
- Few, Large
- Linear, Heavy
- Slow, Structured

**When?**



- Many, Small
- Omnidirectional, Light
- Swift, Improvisational

# Peter Drucker's call to action



“The best way to predict the future is to *\*design* it.”

\* His original word choice was “create.” We prefer “design.”

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